

Grimson to lead future fundraising

Discusses new position

By Omar Ibarra
STAFF REPORTER

After more than two and a half years serving as Chancellor of MIT, Eric Grimson PhD '80 will step down to fill the new role of Chancellor of Academic Advancement. President L. Rafael Reif outlined the position as the head of a new fundraising campaign in the Oct. 22 announcement.

According to MIT's press release, the new role will require "making the case for MIT's fundraising priorities with alumni and donors around the world" as part of a large upcoming campaign to raise capital for the Institute. In an interview with *The Tech*, Grimson said, "The idea of this position is to have a senior academic very much engaged and helping to refine and coordinate these student and

Grimson, Page 8



SARAH LIU—THE TECH

A piano stuffed with candy sits on the roof of Baker House in preparation for the annual Baker House Piano Drop that occurred this past Friday, Oct. 25. Parents and students crowded the courtyard to watch the piano drop six stories and shatter on top of another piano.

NEWS BRIEFS

Election Day is next Tuesday

Voters will choose next Tuesday, Nov. 5, the next mayor of Boston, who will either be Marty Walsh or John R. Connolly. Incumbent Mayor Thomas Menino is not running for reelection.

In Cambridge, 25 candidates, including 2 MIT alumni, are vying for the 9 seats on the Cambridge City Council. Incumbent Mayor Henrietta Davis is not running for reelection. The elected council will choose one among them to be the next mayor of Cambridge. See page 9 for the list of candidates.

The candidates' positions on such issues as city development, housing, sustainability, and town-and-gown relationships can be found in *The Cambridge Chronicle*, *The*

Cambridge Day, *The Harvard Crimson*, and the *Cambridge Civic Journal*.

Fraternity brothers suspected in N.H. vandalism

A statue dedicated to two fallen police officers was toppled and signs were written over with obscenities over Columbus Day weekend, during which about 20 MIT students were staying at a New Hampshire campground over Columbus Day weekend, a local police chief told Fox Boston.

Three people, intoxicated and underage, were taken into custody, according to Wayne Preve, police chief of Epsom, N.H., a town of 5,000. Fox Boston reported that it was unclear whether the three were MIT students.

Briefs, Page 9

Undergraduate alumni survey results released

The Office of the Provost recently released the results of the 2013 Undergraduate Alumni survey on its website. The office administers the survey periodically to gather information about undergraduate alumni who have been out of college for at least five years. Previous surveys occurred in 2005 and 2009.

In an email to alumni, Chancellor Eric Grimson PhD '80 said the survey results "help us improve our academic and student programs." The survey also plays a role in the School of Engineering's accreditation process, according to an email from Dean of Engineering Ian A. Waitz to

engineering alumni.

About six thousand alumni from six different graduating classes from 1984 to 2008 were asked to participate in the 2013 survey. Thirty-six percent of those contacted responded to the survey. It measured students in three categories: those who have been out of college for five to nine years, ten to nineteen years, and twenty years or more.

According to the results report, the survey revealed that about 75 percent of alumni have enrolled in a graduate or pro-

Survey, Page 9



HENRY TAREQUE—THE TECH

From left to right, Emma L. Frank '15, Henry A. Fingerhut G, and Tasha L. Schoenstein '16 perform before a packed audience in 6-120 during Roadkill Buffet's improv comedy show on Friday, Oct. 25.

Troubled launch for site

Healthcare.gov puts Tavenner in hot seat

By Sheryl Gay Stolberg

THE NEW YORK TIMES

WASHINGTON — Ten days before HealthCare.gov opened for business, Marilyn Tavenner, the relatively obscure federal bureaucrat whose agency oversaw the creation of the troubled online insurance marketplace, had a bad omen. It was a Sunday, and her mobile device was on the fritz, forcing her to go into the office.

"It reminded me that I can still be brought to my knees by a malfunctioning BlackBerry," she joked in late September, recounting her technology woes to a group of insurance executives.

Nobody at the Centers for Medicare and Medicaid Services, the agency Tavenner runs, is joking now.

On Tuesday, she will be on Capitol Hill to face a grilling from House Republicans over the website's failures. It will be an unusual turnabout for Tavenner, 62, who was confirmed

overwhelmingly by the Senate in May on a bipartisan 91-7 vote and had the enthusiastic backing of the House Republican leader, Rep. Eric Cantor, who knows her from her days as health secretary in his home state, Virginia.

Her testimony, before the House Ways and Means Committee, will serve as a warm-up for that of her boss, Kathleen Sebelius, the health and human services secretary, who will appear before another House panel on Wednesday. Republicans, who have scheduled a series of hearings to examine the problems with the troubled website, have demanded that someone in the Obama administration be held accountable for the problem-plagued rollout.

"There's a lot of fault to go around when it comes to the launch of the Obamacare exchanges, least of which is trying to figure out who was in charge," said Sen. Orrin Hatch,

Healthcare, Page 11

IN SHORT

The next 2013 World Series game is on Wednesday, Oct. 30 in Boston.

The Fall 2013 UROP Supervisor/Sponsored Research Funding application deadline is Thursday, Oct. 31, which is also the deadline for Credit/Volunteer UROPs. Submit your proposals at <https://sisapp.mit.edu/uropweb/home.mit>.

Halloween is this Thursday, Oct. 31!

Prehealth registration closes on Friday, Nov. 1 for applicants seeking fall 2015 entry to medical or health profession school. Applicants must submit the Prehealth Registration Questions and the Prehealth Registration Form.

Daylight Savings Time ends on Sunday, Nov. 3 at 2:00 a.m. Don't forget to turn your clocks back one hour!

The lottery for IAP language classes opens on Monday, Nov. 4 at 9:00 a.m. Study abroad classes have separate lottery dates.

Send news information and tips to news@tech.mit.edu.

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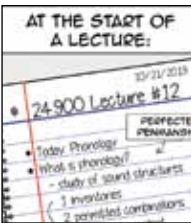
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CITIES AT YOUR FEET

The Naturalist's Notebook: A closer look at the world of ants. **CAMPUS, p. 7**

STILL GREAT AT INTERVIEWS

Somewhere on the Search for Meaning: The Interviews, Part III. **FUN, p. 6**



THE DISINTEGRATION OF LECTURE NOTES

Q.E.D.: I know what your lecture notes look like, from beginning to end.

FUN, p. 6

MULTILINGUAL EDUCATION

Educating students in multiple languages had many benefits.

OPINION, p. 4

SECTIONS

World & Nation2
Opinion4
Fun Pages5
Campus Life7
Sports12

Japanese autos lose ground in consumer reliability ratings

By Cheryl Jensen
THE NEW YORK TIMES

After results of Consumer Reports Annual Auto Reliability ratings were released Monday, there appeared to be a crack in the dominance of Japanese brands over automotive reliability. Two of America’s most popular cars, the V-6-equipped Honda Accord and the Nissan Altima, no longer have the consumer advocacy publication’s coveted “Recommended” rating, according to the report.

The 2014 Subaru Forester was the highest-scoring vehicle overall in predicted reliability. Worst-rated was the Ford C-Max Energi plug-in hybrid. The Dodge Dart 2-liter was the top domestic model. After per-

forming poorly in the Insurance Institute for Highway Safety’s new, more stringent small overlap front crash test, the Audi A4, the Toyota Camry, the Toyota RAV4 and the Toyota Prius V were also absent from the list.

The results of Consumer Reports’ annual survey, which tries to highlight the most reliable 2014 vehicles by evaluating past years’ models, were released in Detroit during a news conference before members of the Automotive Press Association. The report is based on data from 1.1 million 2004-13 model-year vehicles leased or owned by Consumer Reports subscribers. Subscribers were asked whether, in the past year, they had a serious problem with their vehicle that re-

quired a visit to the dealer. To determine predicted reliability, the publication’s staff averages the overall reliability scores for the most recent three model years, assuming that a given model has not changed during that period and was not redesigned for 2013. If it were, Consumer Reports may use one or two years of data to calculate a rating. At first glance, the slipping reliability stances of Japanese vehicles do not seem significant. After all, seven of the top 10 spots in the brand rankings are still held by Japanese brands, with Lexus in first place, followed by Toyota, Acura, Mazda, Infiniti, Honda and Subaru. That is only one less than last year.

US at odds with Afghans on overtures to Taliban

By Matthew Rosenberg
THE NEW YORK TIMES

KABUL, Afghanistan — A bungled attempt by the Afghan government to cultivate a shadowy alliance with Islamist militants escalated into the latest flashpoint in the troubled relationship between Afghanistan and the United States, according to new accounts by officials from both countries.

The disrupted plan involved Afghan intelligence trying to work with the Pakistan Taliban, allies of al-Qaida, to find a trump card in a regional

power game that is likely to intensify after the U.S. withdrawal next year, officials said. And what started the hard feelings was that the Americans caught them red-handed. Tipped off to the scheme, U.S. Special Forces raided an Afghan convoy that was ushering a senior Pakistan Taliban militant, Latif Mehsud, to Kabul for secret talks last month, and now have Mehsud in custody. Publicly, the Afghan government has described Mehsud as an insurgent peace emissary. But, according to Afghan officials, the ultimate plan

was to take revenge on the Pakistani military. In the murk of intrigue and paranoia that dominates the relationship between Pakistan and Afghanistan, the Pakistanis have long had the upper hand. Now, not content to be merely the target of a proxy war, the Afghan government decided to recruit some proxies of its own by seeking to aid to the Pakistan Taliban in its fight against Pakistan’s security forces, according to Afghan officials. And they were beginning to make progress over the past year, they say, before the U.S. raid exposed them.

Indian officials say militant group is behind Patna blasts

NEW DELHI — Investigators believe that Indian Mujahdeen, an outlawed Islamic group, was behind a series of explosions Sunday that killed at least six people and disrupted a huge political rally in Patna, a senior official said Monday. Police said the two suspects they have in custody have said under interrogation that the blasts were planned by Mohammed Tehseen Akhtar, a figure in the banned militant group, according to S.N. Pradhan, a senior police official in the eastern state of Jharkhand who is familiar with the investigation. Investigators say the four suspects they have identified — the two now in custody, one who died of wounds sustained in the bombings and one who is still at large — came from the same village in Jharkhand, south of Bihar State, where Patna is located. The seven explosions, in scattered locations, were timed to go off one after another, just as a large crowd was assembling to hear an address by the Hindu nationalist leader Narendra Modi of the Bharatiya Janata Party. Modi hopes to be prime minister if his party prevails in elections next spring.

—Hari Kumar, The New York Times

Opposition party makes gains in Argentine elections

BUENOS AIRES, Argentina — After a decade of family rule in Argentina, the political tenor has begun to change. Argentines voted in midterm elections Sunday that gave new momentum to the opposition, most significantly in Buenos Aires province, home to more than 15 million people in this nation of 40 million. Sergio Massa, a municipal mayor who headed the list of candidates for the Renewal Front party, won heavily here with almost 44 percent of the vote, 12 points ahead of President Cristina Fernández de Kirchner’s party, the Front for Victory. Massa, 41, will lead a small bloc of 16 politicians in the lower house of Congress. He is also expected to start building up for a presidential bid in 2015 by gradually fracturing Kirchner’s Peronist support structure, though he faces the challenge of sustaining momentum over the next two years. “Massa has consolidated himself as a key player for 2015,” said Carlos Germano, a political analyst. “But the challenge starts now.” The constitution blocks Kirchner — who succeeded her husband, Néstor Kirchner, as president in 2007 — from running for a third consecutive term. Some in her party had spoken publicly of an “eternal Cristina.” But the Front for Victory was far from obtaining the two-thirds congressional majority it needed to precipitate constitutional changes. At a downtown theater Sunday night, party officials celebrated winning 33 percent of the vote nationwide, more than any other party.

—Jonathan Gilbert, The New York Times



Comedy



The MIT Muslim Student Association Presents...

SATURDAY NOV 2nd

6-120 7-9 PM

Tickets at <http://tinyurl.com/l4sv565>

MIT Students \$5
Non-MIT Students \$10
Non-Students \$15

Dean Obeidallah

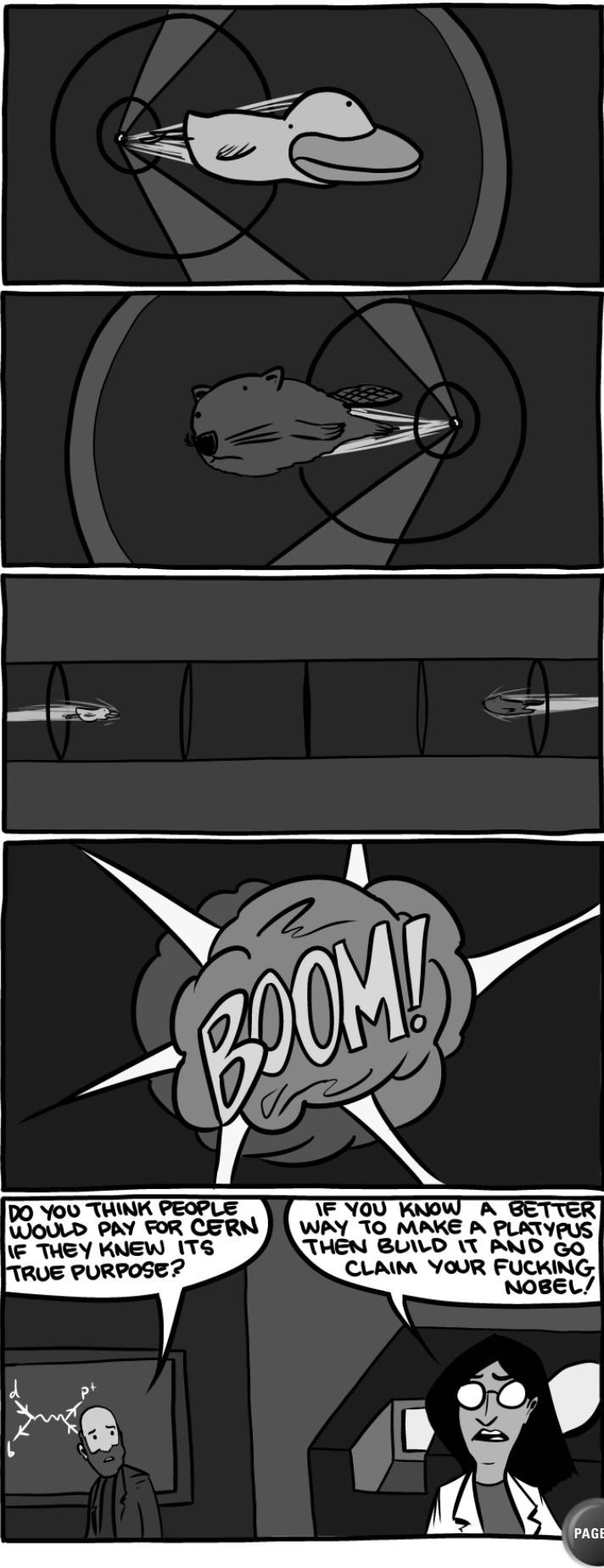
Show

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S M B C
SATURDAY MORNING BREAKFAST CEREAL

[3155]

BY ZACH WEINER



Sudoku

Solution, page 10

	9	7		8				4
		1		4	6			
		8						5
	6		7	3				9
	8	3				6	1	
7				1	9		8	
2						9		
			1	6		8		
8				9		5	2	

Instructions: Fill in the grid so that each column, row, and 3 by 3 grid contains exactly one of each of the digits 1 through 9.

Techdoku

Solution, page 10

12x	120x				6÷
	120x				
24x			2x	90x	
30x		12x			9+
2			3		
15x		24x			2

Instructions: Fill in the grid so that each column and row contains exactly one of each of the numbers 1–6. Follow the mathematical operations for each box.

Saturday Stumper by Frank Longo

Solution, page 10

ACROSS

- 1 Short catchphrase since 1940
- 11 Positively Mexican?
- 15 Unwelcome knocker
- 16 March exclamation opener
- 17 They're definitely not toys
- 18 They're tops
- 19 Composition of some sprays
- 20 Greenhouse annoyance
- 22 Better Breakfast Mo.
- 23 Educational series
- 26 Euro predecessor
- 28 Regard
- 29 Thought
- 31 Like some circuits
- 32 See 21 Down
- 33 Name traced back to the Iliad
- 34 Part of many org. names
- 37 Aunt of Bart Simpson
- 39 Frat letters
- 40 Back again
- 42 Dangerous streamers
- 44 Hiss recipient
- 45 Racing vehicle

- 46 DVR brand
49 Czarist leader
51 Composition of some
sprays
53 __ Brum (car accessory)
54 River in a Best Picture title
56 Vermin
57 Pudding ingredient
59 Before the topic changes
62 Meager
63 Wedding planner's buy
64 Proprietor of Speedpass.ca
65 Mice avoid them

DOWN

- 1 Move shakily
- 2 Longtime Lauder
spokesperson
- 3 Chilling
- 4 Hibernating creatures
- 5 Sparks
- 6 Wiener connector
- 7 Its members often pitch
- 8 "That's right!"
- 9 Turned up
- 10 His birthday is a California
state holiday

- | | | |
|---|----|---|
| 11 Common
assaisonnement | 19 | |
| 12 Isle of Man's
surroundings | 23 | |
| 13 It may have wings | 28 | |
| 14 Considerably | | |
| 21 With 32 Across,
pity party elicitor | | |
| 24 Unlikely soap
source | 34 | 3 |
| 25 Tart jam flavor | 40 | |
| 27 Novices | 44 | |
| 30 Poker players look
for them | 49 | |
| 32 Huddle
specification | 53 | |
| 34 Item from the
Pentagon | 57 | |
| 35 Since | 62 | |
| 36 Help for starting up | 64 | |
| 38 Prop preceder | | |
| 41 Curling venue | | |
| 43 Conversion
accessory | | |
| 46 Ready for another swabbing | | |
| 47 Stock traded in some
markets | | |

1	2	3	4	5	6	7	8	9	10		11	12	13	14
15											16			
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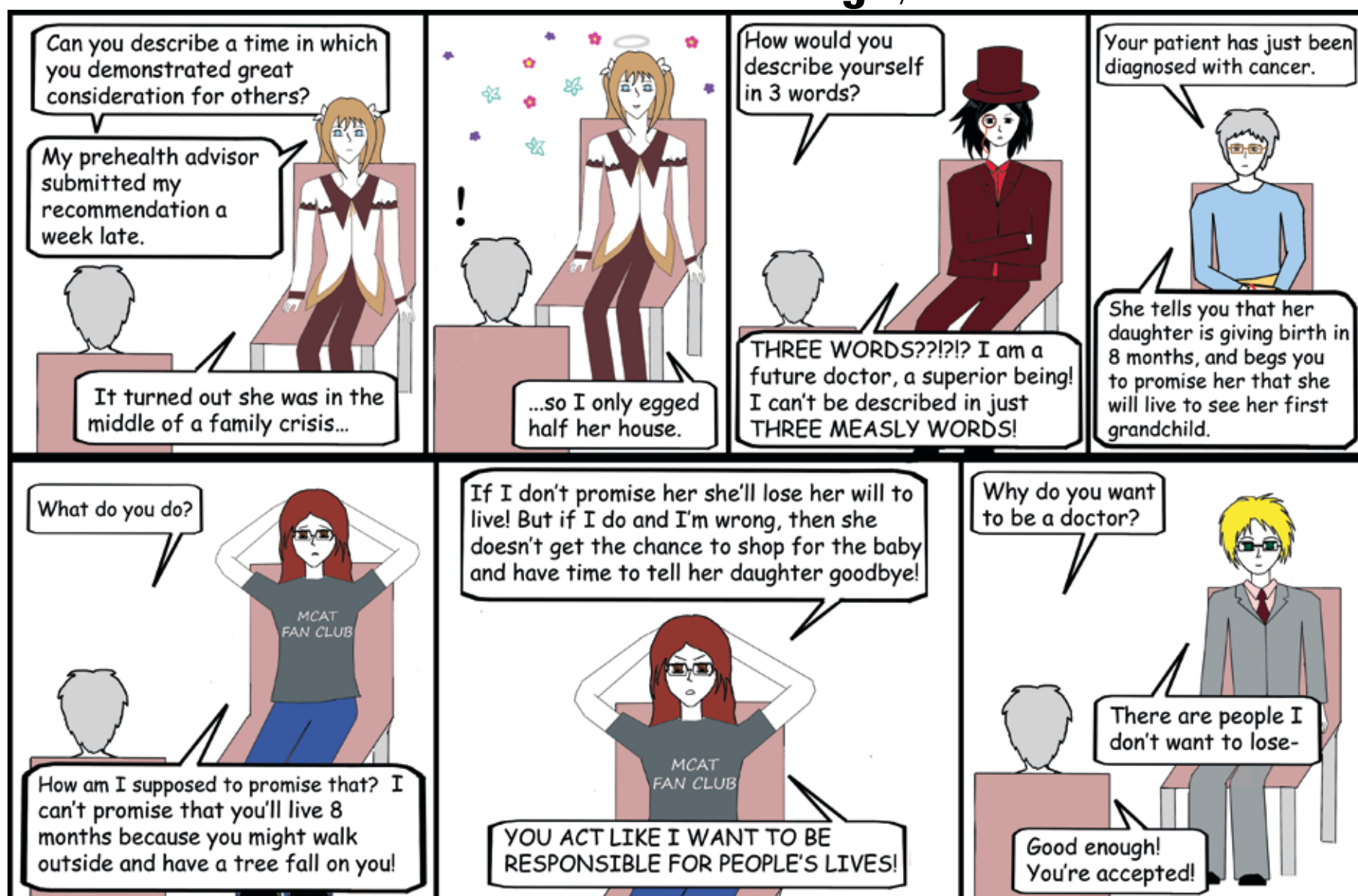
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| 48 Survey | 58 Astaire workplace, circa |
| 50 Camp sight | 1935 |
| 52 Heading in a book of Liszt's | 60 Chaps |
| 55 Far from whopping | 61 Pretty quick |

BY ERIKA TRENT

THE ANATOMY OF A STUDENT'S NOTES



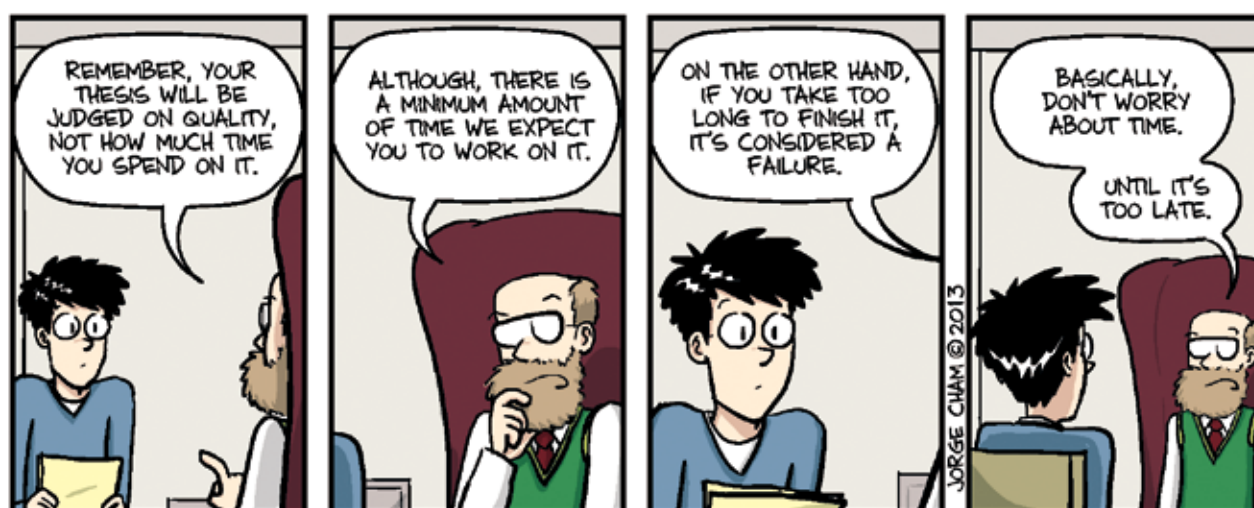
by Letitia Li



PILED HIGHER AND
DEEPER



by Jorge Cham



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Grimson to play major role in capital campaign

Grimson, from Page 1

faculty and their interest within the capital campaign that we're about to launch." He added, "My goals are the Institute's goals; to make sure that I support the president as we make sure that the faculty and student perspective are well intertwined with the capital campaign."

Grimson and Reif discussed the change before the president asked Grimson to take up the job. "The capital campaign is incredibly important to the wellbeing of the Institute for the next many years, and while it may be challenging, I was happy to agree to it and am excited to do it," said Grimson.

Reif's announcement stated that

Grimson had unique qualifications for the new position. Grimson saw the entirety of his time at MIT as important preparation for his new role. "I think of this as an evolution; as department head I spent a lot of time talking with alumni around the world, talking with donors, raising funds, and I did the same thing as chancellor," said Grimson, "that

experience is just going to naturally flow into the new position."

Grimson also cited the connections he made as Chancellor as important to his new role. "I've had the chance to meet alumni around the world, and that gives me a base on which to build as I think of how MIT's message gets out to our potential donors. We need to persuade

them that supporting MIT is one of the best things we can do, not just for this generation of students, but for students and faculty to come."

Grimson also reflected on his primary achievements during his time as Chancellor, which include strengthening the range of student support available at the Institute with various projects. "There was no one thing that was a magic bullet, it was a set of things that helped make this a more supportive place," said Grimson. He also pointed out his involvement in the rollout and continued evolution of online digital tools and massive open online courses at MIT. Along with Course VI professor John V. Guttag, he helped to create 6.00x, an online analog of 6.00, currently in its third offering.

Nevertheless, Grimson suggested his tenure as Chancellor was not necessarily defined by the most prominent projects. "The Chancellor's job isn't about big initiatives, necessarily. It's about just making sure things are done that improve the experience for students at the Institute. Sometimes those are small things, and sometimes those are large things. I don't think a Chancellor has to come in and dramatically change the way we do things."

Fundraising is usually led by the Institute's president. Susan J. Hockfield, who preceded Reif, raised almost \$3 billion during her presidency but cited the upcoming capital campaign as a reason for the timing of her departure, according to the MIT News Office. According to the recent press release, Grimson's new role will require a significant of dedicated travel.

Grimson said his focus is now completely on the new campaign. "I'm looking at the campaign, that's my biggest focus," said Grimson, "this is a multi-year commitment and for now there's nothing beyond the campaign in my mind."

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Lobdell, Second Floor, Student Center MIT, 6pm



Cultural Show, Dinner & After Party

Dress Code: Semi-Formal or Traditional

General Admission

Early: \$8 MIT, \$10 nonMIT Door: \$10 MIT, \$12 nonMIT

After Party Only (@ 9:30): \$5 MIT, \$7 nonMIT

Ticket sales in Lobby 10

Send your questions to: africans-exec@mit.edu

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MIT Sangam

MIT Sangam

presents..

Diwali

Night

Sunday

10th November

2013

Schedule:

3-course Dinner

(Lobdell, 6-7:30 pm)

Activites

(Kresge, 7-8 pm)

Cultural Show

(Kresge, 8-10 pm)

Sponsors:


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Graduate Student Council

all graduate students welcome



Tickets*:

MIT: \$7(with dinner)/ \$2

Non-MIT: \$13(with dinner)/ \$5

*<http://sangam.mit.edu/events>

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Briefs, from Page 1

Police suspected that the vandals were fraternity brothers, WCVB reported.

Volunteers later restored the monument, which was tipped over just days before the anniversary of the death of one of the slain officers, according to *The Hooksett Banner*.

As of press time, Preve has not responded to *The Tech's* requests for information.

Professors named deans for innovation

President L. Rafael Reif named professors Vladimir Bulovic and Fiona Murray associate deans for innovation on Oct. 17.

In their new positions, Murray and Bulovic will lead the Innovation Initiative, plans for which were first announced by Reif at

a conference in September. The initiative will support engineering and policy research at MIT to boost innovation in manufacturing and help industry firms bring new ideas to the market.

The Innovation Initiative is a part of Reif's vision for more Institute-wide efforts in the vein of the MIT Energy Initiative, according to Martin A. Schmidt, who will be acting provost beginning Friday.

Murray is an expert on entrepreneurship and is the faculty director of MIT's Martin Trust Center, which helps students build start-ups.

Bulovic is known for his contributions to nanotechnology and was the director of MIT's Microsystems Technology Laboratories (MTL) before taking on his new role.

MIT announced Monday that electrical engineering professor

Jesús del Alamo will succeed Bulovic at MTL.

Simultaneous hackathons to be held in memory of Aaron Swartz

Hackers in Amsterdam, Berlin, San Francisco, Chicago, Boston, New York, Buenos Aires, and Seattle will churn out code the weekend of Nov. 8-10 at synchronized events in memory of Aaron Swartz, the Internet activist who hanged himself in January, according to aaronswartzhackathon.org.

Swartz, 26, faced felony charges after downloading millions of journal articles from JSTOR to a laptop hooked up to an MIT network switch in a Building 16 closet.

The Boston hackathon will be held at the MIT Media Lab.

This is the second such round of hackathons since January.

—Leon Lin

Survey, from Page 1

fessional degree program, including about 70 percent of the youngest category and about 80 percent of the oldest category. Of those that enrolled in such a program, about 53 percent enrolled immediately after college and 88 percent enrolled within three years of graduating MIT. About 71 percent of alumni said that MIT prepared them "very well" for graduate or professional school, and 98 percent said MIT prepared them "adequately" or better.

Most alumni work, with 87 percent reporting that they are employed in some capacity. This includes 81 percent of the youngest cohort, 88 percent of the middle cohort, and 91 percent of the oldest cohort. Those looking for work account for about 4 percent of alumni; this number is fairly constant across all the three groups. Of those working, about 73 percent work in a for-profit business, 13 percent work for a government or public institution, and 14 percent work for a nonprofit. About 9 percent are self-employed. The most popular field is "computer science/technology," with 17 percent of alumni in that field. Other popular fields include engineering, fi-

nancial services, and education. About 6 percent of the youngest cohort and 30 percent of the oldest cohort report being an executive in their company. Of those responding, 49 percent report that MIT prepared them "very well" for their career, and 97 percent say that MIT prepared them "adequately" or better.

Most alumni work, with 87 percent reporting that they are employed.

Given the option to rate MIT's success at preparing them for certain tasks, alumni said the Institute did the best job at preparing students to think analytically and logically, think critically, and learn new skills independently. The alumni rated MIT worst on preparing students to read or speak foreign languages, maintain a healthy lifestyle, and place current problems in historical and cultural context.

Of the alumni who responded, 92 percent reported being "Very Satisfied" or "Generally Satisfied" with their education as an MIT undergraduate.

—William Navarre

Cambridge City Council candidates

- | | | |
|------------------------|--------------------|-------------------------|
| —Dennis Benzan | —David P. Maher | —Sam Seidel |
| —Dennis Carlone | —Nadeem Mazen '06 | —E. Denise Simmons |
| —Leland Cheung MBA '12 | —Marc C. McGovern | —Jefferson Smith |
| —Janneke House | —Gary W. Mello | —Timothy J. Toomey, Jr. |
| —Craig A. Kelley | —Mushtaque Mirza | —Minka Y. vanBeuzekom |
| —James Lee | —Gregg J. Moree | —Luis Vasquez |
| —Logan E. Leslie | —Ron Peden | —Kristen von Hoffmann |
| | —Lesley Phillips | —James M. Williamson |
| | —Kenneth E. Reeves | —Elie Yarden |

MIT School of Science

Marc A. Kastner, *Dean*

colloquium



Tom Leighton

CEO & Co-Founder of Akamai Technologies
Professor of Applied Mathematics at MIT



From Theory to Practice
Wednesday, October 30, 2013

4:00 p.m. Reception
Stata Center, Lobby 32-123

4:30 p.m. Lecture and Q&A
Stata Center, Room 32-123

Free and Open to the Public

The development of Akamai Technologies is a classic MIT story. Motivated by curiosity, Professor Tom Leighton's search for fundamental knowledge led to the creation of a company that would soon revolutionize the internet. As one of the world's preeminent authorities on algorithms for network applications, Leighton's work behind establishing Akamai was based on recognizing that a solution to freeing up web congestion could be found in applied mathematics and algorithms.

The research that spawned Akamai began in MIT's Math Department and Lab for Computer Science in 1995. Today, Akamai's global platform of thousands of specially-equipped servers helps the Internet withstand the crush of daily requests for rich, dynamic content. In this colloquium, Leighton will talk about the founding of the company and the challenge of being the leading cloud platform for helping enterprises provide secure, high-performing user experiences on any device, anywhere.

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<http://www.thecoop.com>

Police log

The following incidents were reported to the MIT Police.

Oct. 11, 11:35 p.m., PLP (450 Beacon St). Report of people on the roof of a residential building.

Oct. 12, 11:53 a.m., Building 2 (182 Memorial Dr). Report of man on floor in a closet, subject arrested.

Oct. 12, 5:24 p.m., Westgate (540 Memorial Dr). A bike was stolen from the bike rack.

Oct. 13, 3:33 a.m., DU (526 Beacon St). A person refused to leave the fraternity house and broke a window. Two police cars were dispatched.

Oct. 13, 1:06 p.m., Johnson Athletics Center (120 Vassar St). Request for an officer to assist with behavior issues between a parent and child.

Oct. 14, 2:26 p.m., Student Center (84 Mass Ave). Report of an assault, subject apprehended and arrested.

Oct. 15, 3:39 p.m., Building 68 (31 Ames St). Report of a stolen laptop computer.

Oct. 15, 11:20 p.m., Ashdown House (235 Albany St). A man entered the building and began asking people for money. Police responded and arrested him for resisting arrest and trespassing.

Oct. 16, 7:48 a.m., Building 7 (77 Mass Ave). Officer issues trespass warning to suspicious person in lobby.

Oct. 16, 1:02 p.m., Building 13 (105 Mass Ave). Report of a stolen bike off the bike rack in front of Building 13.

Oct. 16, 3:30 p.m., Building 76 (476 Main St). Report of a threatening message.

Oct. 17, 10:18 a.m., Building 33 (127 Mass Ave). Report of a male who entered a room and removed an envelope from a desk. He discarded the envelope as he was leaving the office.

Solution to Crossword

from page 5

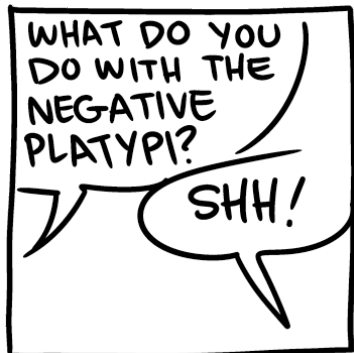
W	H	A	T	S	U	P	D	O	C	S	I	S	I
A	U	T	O	E	N	G	I	N	E	R	I	N	
G	R	E	A	T	D	A	N	E	S	L	I	D	S
G	L	A	D	S		G	N	A	T	S	E	P	
L	E	S	S	O	N	S		D	R	A	C	H	M
E	Y	E		F	E	L	T		C	L	O	S	E
				O	F	W	O	E		H	E	L	E
A	S	S	N		S	E	L	M	A		T	A	U
R	E	B	O	R	N		L	A	V	A	S		
M	E	A	N	I	E		S	L	E	D		R	C
S	I	L	E	N	T	C		A	Z	A	L	E	A
S	N	O		K	W	A	I		P	E	S	T	S
A	G	A	R		O	N	T	H	A	T	N	O	T
L	A	N	K		R	O	S	E	P	E	T	A	L
E	S	S	O		K	E	Y	S	T	R	O	K	E

Solution to Techdoku

from page 5

3	1	5	4	2	6
4	2	6	5	3	1
6	4	2	1	5	3
1	5	3	2	6	4
2	6	4	3	1	5
5	3	1	6	4	2

SMBC, from Page 5



Solution to Sudoku

from page 5

6	9	7	5	8	1	2	3	4
3	5	1	2	4	6	7	9	8
4	2	8	9	7	3	1	6	5
1	6	2	7	3	8	4	5	9
9	8	3	4	2	5	6	1	7
7	4	5	6	1	9	3	8	2
2	3	6	8	5	4	9	7	1
5	7	9	1	6	2	8	4	3
8	1	4	3	9	7	5	2	6

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Annia, Course 3	Joyce, Course 10	Leon, Course 18
Dohyun, Course 4	Sara, Course 11	Jack, Course 19
Will, Course 5	Vince, Course 12	Stan, Course 20
Deborah, Course 6	Anthony, Course 14	Stephen, 21/CMS
Kali, Course 7	Maggie, Course 15	Keith, Course 22

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Healthcare.gov puts agency and leader in hot seat

Marilyn Tavenner, administrator of CMS, to be grilled on launch of troubled health site

Healthcare, from Page 1

R-Utah, who voted to confirm Tavenner. Referring to Tavenner’s agency and to the Health and Human Services Department, he added, “Was it CMS? Was it HHS? Was it the White House? That it’s this hard to unravel is unacceptable.”

While the Medicare and Medicaid agency has major responsibility for implementing the president’s health care overhaul, there have been hints that Tavenner was kept out of the loop on some critical decisions.

In July, after the Obama administration announced it was delaying the so-called employer mandate — a requirement that companies with more than 50 employees contribute to the cost of insurance or pay a penalty — Tavenner told lawmakers that she had been on vacation when the decision was announced and had no part in it.

There have been hints that Tavenner was kept out of the loop on some critical decisions.

“I was not consulted,” she said.

A onetime nurse and hospital executive, Tavenner came to Washington in 2010 to serve as deputy to Dr. Donald M. Berwick, President Barack Obama’s first, and controversial, pick to run the sprawling agency. After Berwick, who became a symbol of Republican discontent about Obama’s health policies, was unable to win

Senate confirmation, Tavenner took over in an acting capacity in December 2011. Earlier this year, she became the agency’s first Senate-confirmed administrator since 2006.

Tavenner may have to answer for the work of her subordinates: many decisions on the project were made by Michelle Snyder, the agency’s chief operating officer, and by Henry Chao, the head of the technology team.

Tavenner was not available for an interview Monday.

Republicans said they expected to press Tavenner on a range of issues, including how many people have signed up for insurance through the online exchanges and how hands-on she was in monitoring the development of the website and managing the various federal contractors on the project.

Rep. Dave Camp, R-Mich., the chairman of the Ways and Means Committee, said through a spokeswoman that he viewed Tavenner as “a serious witness” who would “shed light on the systemic failures that led up to the rollout.”

But Democrats expect Republicans to use Tavenner’s testimony mostly to lay the groundwork for tougher treatment of Sebelius, who some Republicans have said should resign.

“Clearly, the launch has had some substantial problems,” said Rep. Sander M. Levin of Michigan, the senior Democrat on the committee, “but I think the basic difference here is Democrats want to make it work and Republicans don’t.”

In recent days, press officers for Tavenner’s agency have

been fending off questions about whether she foresaw problems and whether she notified Sebelius. On Monday, asked to describe the chain of command for work on the Affordable Care Act, a spokeswoman for the work of her subordinates: many decisions on the project were made by Michelle Snyder, the agency’s chief operating officer, and by Henry Chao, the head of the technology team. Contractors have said it was Chao who gave the last-minute order to require users to create accounts before they could shop for plans, a decision that contributed to a huge bottleneck before once the website went live.

Although it might seem there is little in Tavenner’s background that would prepare her to oversee the daunting task of building a website to serve millions of uninsured consumers, she does have considerable experience running complex organizations. This has, at least in the past, endeared her to

woman, Julie Bataille, said the agency took responsibility. “Our administrator has been in charge of our overall ACA implementation effort,” she said.

Tavenner may have to answer

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